

PROJECT OBJECTIVES, GOALS, AND IMPLEMENTATION (POGI)

The Community Solutions Program ECA/PE/C/EUR-SCA-11-36

The Office of Citizen Exchanges Professional Exchanges Division

The POGI guidelines apply specifically to the Request for Grant Proposals (RFGP) issued by The Office of Citizen Exchanges of the Bureau of Educational and Cultural Affairs (ECA/PE/C) requesting proposals for a cooperative agreement to conduct the “Community Solutions Program”. Proposals must conform to the RFGP, the Guidelines stated in this document, and the standard Proposal Submission Instructions (PSI). Applications not adhering to the conditions set forth herein may be deemed technically ineligible. These guidelines are specific to the program mentioned above and are IN ADDITION TO the Standard Guidelines outlined in the PSI. If there is a perceived disparity between the standard and program specific Guidelines and the program information supplied in the accompanying RFGP, the RFGP is to be the dominant reference.

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The Bureau of Educational and Cultural Affairs (ECA) expects to award a cooperative agreement for the administration of the FY 2011 Community Solutions Program. The Community Solutions Program is a mechanism to support and encourage grassroots initiatives being spearheaded by early to mid career professionals, ages 25-38, who are engaged community leaders currently working to address economic, environmental, political, and social challenges confronting their respective local communities that are also related to the fellowship themes described in the RFGP (Transparency and Accountability, Tolerance/Conflict Resolution, Environmental Issues, and Women's Issues). Community Solutions Fellows will undertake a four-to six-month fellowship program in public and government offices, legislatures or non-profit organizations, working with seasoned community leaders on pre-defined substantive issues of mutual interest.

The FY 2011 Community Solutions Program will provide opportunities for approximately 65-75 engaged community leaders to learn how to more effectively confront the challenges their communities face through increased civic engagement and dialogue, leadership development, and a better understanding of the way public and private resources interface for community good. It is envisioned that the fellowship experience will enable participants to experience best practices in community development and effective models of public and community engagement, while also allowing them to devise concrete strategies to support their efforts in their home communities.

The Community Solutions Program seeks to:

- 1) facilitate and strengthen the participants' ability to address complex local economic, environmental, political, and social challenges through a U.S.-based fellowship;
- 2) provide concrete tools for enhanced community leadership and engagement and expand opportunities for public discourse, collaboration, effective communication, and project implementation;
- 3) cultivate professional ties with U.S. citizens and American economic, environmental, political, and social institutions through collaborative and follow-on projects;
- 4) create a global network of diverse, multi-disciplinary professionals and civic leaders committed to problem solving and community engagement; and
- 5) expand and strengthen the relationship between the people of the United States and other countries to work in partnership to identify solutions to common issues facing their local communities and the larger global community.

I. Section One - Statement of Work

A. Recipient Responsibilities

For the overseas administration of the Community Solutions Program, the award recipient should, as appropriate and tailored to a particular geographic region, utilize the latest in Web technology and social media to:

1. Develop a global recruitment strategy that targets individuals meeting all the criteria to be eligible for the program.
2. Consult closely with ECA on developing online recruitment and selection procedures for the program that adhere to ECA's goals for a merit-based open competition;
3. Design and launch an online application tool (U.S. Embassies in eligible countries may also request paper versions of the program descriptions and FAQs for additional outreach purposes);
4. Develop a transparent review process to review and evaluate applications for the Community Solutions Program. The award recipient will work closely with ECA on the development and implementation of review criteria and keep ECA consistently informed about its application evaluation process;
5. Arrange virtual interviews for semi-finalists in English during the second round of the selection process.
6. Administer an Institutional TOEFL or an equivalent language-based competency assessment to evaluate the English language abilities of the semi-finalists at the time of the interview;
7. Create Web space and outreach tools to assist finalists in securing J-1 visas, answering their questions on programmatic issues, including, but not limited to, fellowship and community placements, program responsibilities and expectations, travel, accident and sickness benefits;
8. Post informational materials online and conduct pre-departure orientations (virtual or otherwise) for finalists in home countries; and,
9. Utilize the Web and other outreach tools to facilitate communication among newly selected finalists and host communities prior to their departure to the U.S., including the posting of program and community resources, pre-program assignments, and personal travel logs.

For the U.S. administration of the Community Solutions Program, the award recipient should utilize the latest in Web technology and social media to:

1. Conduct an open competition for U.S. public and non-profit institutions and organizations to host Community Solutions Fellows for four to six months;
2. Create guidelines and guidance materials for U.S. hosts that clearly identify hosting roles and responsibilities;
3. Create professional affiliations for Community Solutions participants in U.S. communities;
4. Arrange round-trip travel for Community Solutions participants from their home cities to U.S. host institutions;
5. Conduct a comprehensive orientation in the U.S. for newly arrived Community Solutions participants prior to the beginning of their community fellowship program;
6. Conduct a comprehensive "virtual" mid-program conference to be broadcast online on a website created for the Community Solutions participants;
7. Develop and integrate a strong leadership development component into all program activities.
8. Develop and facilitate professional enrichment activities that emphasize the goals of Community Solutions, including leadership development, community engagement and the intersection of the private, public and non-governmental sectors;
9. Monitor Community Solutions participants and the performance of hosting institutions for the duration of the fellowship;
10. Facilitate follow-on collaborative community development projects carried out by participants;
11. Evaluate, in close consultation with ECA, the program and its impact on the participants and their communities during their stay in the U.S. and after they return to their home countries;
12. Manage financial aspects of the program (including timely disbursement of participant stipends, housing

allowances, accident and sickness benefits, hosting agreements, and other activity costs) and promptly report any irregularities in the budget or spending to ECA;

13. Participate in a mid-program review with ECA (in person, by telephone, or other means) to be held at a mutually convenient day and time for the award recipient and ECA, to identify any program and budget matters of concern;
14. Conduct a two- or three-day end-of-program workshop in Washington, DC;
15. Report programmatic, financial and statistical information to ECA including a brief monthly email update outlining general programmatic activities conducted during the past month and anticipated programmatic activities to be conducted the following month.
16. Respond fully and promptly to requests for program information from ECA; and,
17. Ensure compliance with the terms of the Cooperative Agreement with ECA, including, but not limited to, submitting timely financial and program reports and proper budget oversight.

B. U.S. Department of State Responsibilities

Please note that in a Cooperative Agreement, the Bureau is substantially involved in program activities above and beyond routine grant monitoring. ECA activities and responsibilities for this program include:

1. Participation in the design and direction of all program activities;
2. Approval of key personnel;
3. Approval and input on program timelines and agenda;
4. Providing guidance in the execution of all program components;
5. Review and approval of all program publicity and other materials;
6. Approval of hosting institutions and community-based group;
7. Approval of the final selection of participants;
8. Approval of changes to participants' proposed community development field or project;
9. Approval of decisions related to special circumstances or problems throughout duration of program;
10. Assistance with SEVIS-related issues;
11. Assistance with participant emergencies;
12. Liaison with relevant U.S. Embassies and country desk officers at the State Department particularly in terms of recruitment, selection, and web-based publicity efforts;
13. Issue participants DS-2019 forms;
14. Enroll participants in the Accident and Sickness Program for Exchanges (ASPE) for the duration of the program, issue health benefits identifications cards, and provide instructions on host claim forms;
15. Work with the recipient to publicize the program through various media outlets and ECA's social media and other websites; and
16. Monitor and evaluate the program as necessary, through site visits or debriefing sessions.

II. Section Two – Program Specific Guidelines

A. Overview

The Community Solutions Program builds on existing efforts by young engaged civic and community leaders working to improve the economic, environmental, political, and social conditions of their local communities. Through leadership development training, an enhanced understanding of the core principles of civic engagement

as a development tool and an emphasis on the role of public-private partnerships to advance key societal issues, Community Solutions will provide opportunities for eligible individuals to more effectively address issues of concern in their own towns, cities and regions.

Community Solutions program participants will undertake a four- to six-month fellowship program in non-profit organizations, government offices and legislatures to work with seasoned civic and community leaders on specific issues of mutual interest. Fellowship sites will provide real life models for Community Solutions Fellows to apply leadership lessons, explore creative approaches to global challenges and develop concrete strategies to apply to existing projects within their local communities. Linking Fellows, program hosts and mentors together, Community Solutions will work to create a network of engaged professionals and civic leaders committed to problem solving, public engagement, and community-building.

Competitive proposals should seek to integrate Community Solution goals into all aspects of the program design and implementation. Proposed program models should endeavor to mirror both the goals and community engagement principles and provide for a variety of learning style approaches to maximize learning outcomes within the Community Solutions community. Fellowships should be learning laboratories for Community Solutions participants to apply leadership theory, share best practices, ground civic engagement theories and better understand the ways public, private and non-profit sectors work together to advance the common good. Community Solutions fellowships should provide opportunities to observe varied aspects of American life and discuss issues emerging during and connected to the participant's community based projects and fellowships. The program should also include opportunities for the participants to meet American citizens from a variety of backgrounds, to interact with their peers and to speak to appropriate student and civic groups about their experiences and life in their home countries.

B. Program Dates

ECA envisions the approximate dates of Community Solutions to be as follows:

- *August 2011 – December 2011:* Recruitment and selection of foreign participants. Recruitment campaign for U.S. hosting institutions.
- *January -May 2012:* Securing U.S.-based hosts and host sites.
- *July/August 2012:* Travel to the United States by all the foreign participants to U.S. for orientation and placement at community fellowship sites.
- *July/August 2012 – December 2012:* Community Solutions Fellowship
- *December 2012:* Travel to Washington, DC, for a two-day end of program workshop.
- *January 2013 – July 2013:* Conduct follow-on collaborative projects by U.S. participants.

C. Selection of Participants

Utilizing the latest in technology including web interfaces and social media platforms, the award recipient will administer an aggressive global recruitment campaign to advertise the Community Solutions Program. Online applications should be distributed through targeted and appropriate media sites and reach out to young community leaders meeting the eligibility requirements. The award recipient should work closely with Public Affairs Sections (PAS) in participating countries to ensure that outreach efforts are appropriately tailored to

have the broadest reach.

It is anticipated that the participants' backgrounds will be varied and will include the sciences, social sciences, humanities, education, business and other professional fields but with a unifying commitment to using community participation and dialogue as the basis for confronting global and local challenges. Every effort should be made to attract as large and diverse grantee pool as possible, including persons with disabilities, a balanced mix of male and female participants, participants who are from non-elite backgrounds, from both rural and urban sectors.

ECA reserves the right to amend or modify the list of participating countries should conditions change in the host country or if other countries are identified as priorities.

Eligibility

Competition for the Community Solutions Program is merit-based and open to community leaders, ages 25-38, who meet the following criteria:

- Is living and working in his/her home country;
- Is currently working on a community engagement initiative in his/her home country and has at least two (2) years of professional experience in this capacity at the time of application;
- Submits a complete application with all required documents, including medical records, by the application deadline;
- Is able to begin the Community Solutions Fellowship program in the United States in 2012;
- Is able to receive a U.S. J-1 visa;
- Is committed to returning to his/her home country after completion of the program; and
- Is proficient in spoken and written English at the time of application.

Preference will be given to individuals with four (4) months or more academic training or education exchange experience in the United States at a secondary school or at an institution of higher learning.

Individuals in the following circumstances are NOT eligible for the Community Solutions Program:

- U.S. citizens and/or permanent residents of the United States;
- Individuals participating in academic, training or research programs in the United States at the time of application;
- Individuals residing or working outside their home countries at the time of application;
- Individuals who have participated in an exchange visitor program sponsored or funded by the U.S. Government (e.g., U.S. Department of State, Public Affairs Sections of U.S. Embassies or other U.S. Government agencies) who have not fulfilled their two-year home residency requirement by the time of application;
- Individuals who have applied for U.S. permanent residency in the past three years;
- Other criteria to be determined in consultation with ECA.

Selection Process for Program Participants

After collecting and screening applications for completeness, the award recipient will identify a selection committee comprised of community leaders and organizers, citizen advocacy groups, policy makers, and

scholars with expertise in the applicants' designated fields to read and evaluate each application using a form that is designed in consultation with ECA. Based on the written application evaluations, the award recipient will invite a certain percentage of the applicants (approximately three candidates for every placement available) for virtual interviews. Interview teams should be comprised of at least one experienced U.S. community developer and regional expert to conduct the interviews in English. Each panelist will complete an interview evaluation form designed by the award recipient and approved by ECA. The panelists will rank order the candidates interviewed based on the anticipated number of Community Solutions finalists and alternate candidates. An Institutional TOEFL will be administered to each semi-finalist who does not already possess a valid TOEFL score of 550 (or 213 on the Computer-Based Test) or higher.

The award recipient must work closely with ECA and PAS on all aspects of the selection process. Where possible, PAS should be invited to participate in the interviews either virtually or in a designated location. Based on the written applications, interviews, TOEFL scores, and PAS comments, the award recipient will select the Community Solutions finalists and alternates, according to the number of fellowships designated by ECA. Each PAS will receive a list of candidates nominated for fellowships for its concurrence. After consulting with ECA, the award recipient will inform all finalists, alternate candidates and rejected applicants *in writing* of their status in the competition. ECA will review all placements before they are finalized.

Recruitment and selection of candidates for the Community Solutions program is the responsibility of the award recipient in collaboration with ECA. U.S. Embassies in participating countries are unable to offer more than minimal support for these processes. It is required, however, that the award recipient maintain ongoing communication with the Public Affairs Section of the relevant embassies and coordinate its operations during the interview, selection and pre-departure orientation phases of the program. Proposals should address the award recipient's plans for maintaining a close working relationship with the Public Affairs Section throughout the entire program cycle.

D. Selection of Community Placements

The proposal must discuss how the award recipient expects to recruit and select U.S. hosting organizations and community placements in collaboration with ECA. The proposal must outline the level of support that it will require of the U.S. hosting organizations and institutions to provide the participants and how the community mentors will be selected. Community placements should target key individuals to assume responsibility for the Community Solutions Fellowship experience. Community "mentors" should be individuals with experience engaging communities around critical issues and must be willing to provide their Community Solutions Fellows with guidance and key insights into civic and community engagement and leadership.

ECA encourages the selection of community placements that reflect the diversity of the American socio-economic and cultural landscape. Host institutions should be selected on the basis of their demonstrated track record of successes in community endeavors, commitment to collaborative approaches to problem solving, ability to provide active mentoring and participant support, ability to cost share, and ability to engage the local community to assist with the program. Participants can be placed in public and government offices, legislatures and non-for-profit organizations working with seasoned community leaders on substantive issues. Fellowship sites should provide real life models for Community Solutions Fellows to apply leadership lessons and explore creative approaches to real world challenges.

The community placements should be specially designed to facilitate a deeper understanding of the role community development plays in U.S. political, social, economic and social life, while at the same time providing useful skills and concepts for further leadership. Community placements and the mentoring should complement online discussions and trainings. Furthermore, community placements should be experiential in nature and reinforce key learning objectives embedded in other parts of the Community Solutions Program. Placements should allow for ongoing community service organizations to provide participants the opportunity to experience firsthand the American tradition of grassroots approaches to solving community problems, as well as additional opportunities to meet and interact with a variety of Americans. The proposal should also include a strategy for ensuring that participants are offered maximum opportunities for additional professional and leadership development within their local communities.

E. Pre-Departure Orientation

Online pre-departure orientations should be conducted for Community Solutions finalists before they leave their home countries. A limited number of virtual pre-departure orientations can be proposed with sufficient justification. Pre-departure orientations should facilitate the safe passage of the Community Solutions Fellows to the United States, clarify their understanding of the program's goals and regulations, including each Fellow's mandatory compliance with the J-1 visa two-year home residency requirement, and generally prepare fellows for adjustment to the U.S. cultural and work environment. Each fellow must understand his/her obligation to maintain communication with the award recipient throughout the duration of the program.

Each fellow must receive a hard copy of the ECA Governing Policies and Terms and Conditions of the Community Solutions Program. Each fellow must sign these Terms and Conditions prior to his or her departure to the United States.

F. U.S.-Based Orientation

In addition to a comprehensive introduction to the program design, goals and activities, the program orientation in the United States should contain the following components:

- Broad introduction to the problems and challenges facing American society in the 21st Century;
- Overview of democratic institutions and processes;
- Leadership skills development;
- Team building activities that model civic and community engagement;
- Introduction to concepts of U.S. civic and community development;
- Discussion of ethical leadership and public good;
- Financial management issues, with a discussion of U.S. income tax obligations;

As possible, the U.S. based orientation program should also address the Community Solutions themes of Transparency and Accountability, Tolerance and Conflict Resolution, Environmental Issues, and Women's Issues.

G. Professional Development Activities: Conferences and Seminars and Enhancements

Physical and virtual professional activities should be an integral part of the program and directly complement and reinforce the fellowship portion of the program. Professional development activities should consist of a carefully integrated series of lectures, panel presentations, seminar discussions, individual and group activities, and reading assignments before and during the fellowship period. All activities should place a strong emphasis on the use of analytic tools, communications skills, and leadership development. Participants should be exposed to a variety of civic leaders, community developers and policy experts representing diverse background, viewpoints, and occupations on the topics and issues to be explored.

Technology should be a cornerstone for all program activities, particularly as they pertain to and strengthen core learning objectives, create a forum for substantive dialogue on pressing global issues and allow a robust repository for resources and best practices. The award recipient should develop a comprehensive and collaborative approach to leadership development that is reinforced through the Community Fellowship placement and enhanced through online discussions. The leadership component should include at least one leadership training session per month. These workshops should be creative, highly interactive and team oriented. They should require input and contribution from all participants and provide Fellows with enhanced leadership skills. The award recipient may recruit qualified instructors for these sessions from other organizations. Draft agendas and other programmatic materials should be included in the proposal.

H. Virtual Mid-Program Conference

Proposals must discuss the goals and objectives of the mid-program virtual (online) conference and include tentative dates, possible topics and a draft agenda. Special attention should be given to an examination of how the online conference will further participant understanding and encourage dialogue around the issue of leadership, civic engagement, social challenges and collaborative approaches to problem solving.

I. End of Program Conference

At the end of the Community Solutions Program, an end of program conference will be held in Washington, DC, to highlight key learning objectives and outline plans for follow-on projects. The award recipient will work closely with the Office of Citizen Exchanges to coordinate this event. The award recipient will be responsible for setting up meetings in the DC area and providing transportation, lodging, per diem, working lunches, reception and miscellaneous expenses for all program Fellows for a minimum of two or three days. The Office of Citizen Exchanges will be responsible for arranging meetings within the U.S. Department of State.

The proposal should discuss the goals and objectives of the event, propose possible conference themes and topics, forums for dialogue and exchange of ideas between participants and invited guests, as well as ways to highlight the program. Proposals should also include a draft agenda. Special attention should be given to an examination of how Community Solutions Fellows will translate and utilize their U.S. experiences in their home communities.

J. Program Monitoring

The proposal must discuss how the participants' progress in achieving program goals and objectives will be monitored at their U.S. hosting organization (e.g., surveys, interviews, work plans, email, etc.). The proposal should cite the intended frequency of communication with the participants and representatives of the U.S. organizations, and outline performance goals or benchmarks for the participants' time in the United States. The proposal should also discuss how the quality of the participants' experience will be evaluated.

K. Program Measurement and Evaluation

The proposal must include a plan to monitor and evaluate the success of the program, both as the activities unfold, at the end of the program, and once the participants return to their home communities. While the award recipient will administer pre- and post-program surveys developed by ECA to the Community Solutions Fellows, the award recipient should develop a set of outcomes that can be tied to the Community Solutions goals. ECA recommends that the proposal include a draft survey questionnaire or other evaluative tool and provide a description of a methodology to link outcomes to original program objectives. These evaluation tools should complement the ECA surveys, not duplicate them. ECA expects that the award recipient will track participants and partners and be able to respond to key evaluation questions, including satisfaction with the program, learning as a result of the program, changes in behavior as a result of the program, and effects of the program on institutions (institutions in which participants work or partner institutions). The evaluation plan should include indicators that measure gains in mutual understanding as well as substantive knowledge.

L. Follow-On Projects

The proposals should provide concrete ideas and approaches to encourage and support follow-on projects between Community Solutions participants, U.S. hosts, as well as with the broader Community Solutions community. Competitive proposals will exercise creativity in the conceptualization of the follow-on component and its support for Community Solutions goals. Proposals may include a pilot exchange program for a limited number of U.S. host mentors. Competitive pilot programs will directly support ongoing collaborative efforts between participants and the Community Solutions goal of creating a global network of diverse, multi-disciplinary professionals and civic leaders committed to problem solving and community engagement.

M. Alumni Programming

Please refer to ECA's General Policy Guidance on Alumni Outreach/Follow-on and Engagement and Commitment to Public Private Partnerships in the PSI for specific details. Proposals should demonstrate how the applicant will creatively utilize online networking sites, such as the State Department's Alumni website (alumni.state.gov) to engage with program participants before, during and after they take part in the international exchange. In addition, proposals should elaborate on creative ways to encourage discussion about international exchange and hosting opportunities on the State Department's new social networking site, Exchanges Connect (connect.state.gov), including possibly highlighting program activities and first-person participant experiences that take place under the auspices of the potential grant award. Proposals should detail how the websites will be promoted to exchange participants and how the award recipient will facilitate participant registration.

The tracking of alumni is crucial for the evaluation of the program and for the implementation of follow-on programs. The proposal must provide a clear plan for alumni tracking and cite how it will be coordinated with ECA and PAS. All statistical information gathered and compiled by the award recipient on the participants should be transferable to the database maintained at ECA. The award recipient will be required to provide quarterly data submissions via electronic data transfer to the ECA database that are compatible with and meet ECA database standards. Data fields should include, but are not limited to the following: first name; middle name; last name; gender; date of birth; country of citizenship; country of residence; participant type; field of study/research topic; home/host institution or affiliation; program category; fiscal year; U.S. state, and SEVIS ID number. The award recipient will be expected to meet all statistical requirements including the submission of all grantee data for the Bureau's annual statistical report.

III. BUDGET

For the budget presentation, submit a three-column budget including the following information:

Column 1 FY 2011 Bureau funds request

Column 2 Amount of Cost Sharing in FY 2011

Column 3 Total FY 2011 Budget (Total of columns 1 and 2)

The funding request submitted to the Bureau should not exceed \$1,500,000. Review of your budget will benefit from your professional judgment of costs or activities in the proposal. The Bureau is committed to containment of administrative expenses, consistent with overall program objectives and sound management principles. Additional budget guidelines are explained in the Solicitation Package and the mandatory PSI.

The following program costs are eligible for funding consideration:

1. **International and Domestic Air Fares; Visas; Transit Costs; Ground Transportation Costs and Airline baggage fees.** Please note that all air travel must be in compliance with the Fly America Act. There is no charge for J-1 visas for participants in Bureau sponsored programs.

2. **Per Diem.** For U.S.-based programming, organizations should refer to the published Federal per diem rates for individual U.S. cities. Domestic per diem rates may be accessed at:
<http://www.gsa.gov/portal/category/21287>.

ECA requests applicants to budget realistic costs that reflect the local economy and do not exceed Federal per diem rates. Foreign per diem rates can be accessed at:
http://aoprals.state.gov/content.asp?content_id=184&menu_id=78

3. **Book and Cultural Allowance.** Foreign participants are entitled to a one-time cultural allowance of \$150 per person, plus a book allowance of \$50. U.S. program staff members are not eligible to receive these benefits.

4. **Consultants.** Consultants may be used to provide specialized expertise or to make presentations. Daily

honoraria may not exceed \$250 per day. Subcontracting organizations may also be used, in which case the written agreement between the prospective grantee and subcontractor should be included in the proposal. Subcontracts should be itemized in the budget.

5. **Room Rental.** Room rental may not exceed \$250 per day per conference room.

6. **Materials Development.** Your proposal may contain costs to purchase, develop and translate materials for participants.

7. **Supplies.** Proposals may contain costs to purchase equipment for programming such as computers, fax machines. Costs for furniture are not allowed. Supply costs for the purchase of equipment must be kept to a minimum.

8. **Working Meal.** No more than two working meals may be provided for each program component. At least one working meal should be budgeted for the D.C. final workshop. The cost per person should not exceed \$45 for the working meal. No charges may be made against U.S. Government funds for alcoholic beverages. The number of invited guests should not exceed the number of funded program participants by more than a factor of two (i.e., no more than twenty invited guests for a working meal involving ten funded program participants).

9. **Return Travel Allowance.** A return travel allowance of \$70 for each foreign participant may be included in the budget. The allowance may be used for incidental expenses incurred during international travel.

10. **Health Insurance.** Foreign participants will be covered under the terms of a U.S. Department of State-sponsored health insurance policy. The premium is paid by the U.S. Department of State directly to the insurance company. Applicants are permitted to include costs for travel insurance for participants in the budget.

11. **Wire Transfer Fees.** When necessary, applicants may include costs to transfer funds to partner organizations overseas. Grantees are urged to research applicable taxes that may be imposed on these transfers by host governments.

12. **In-country Travel Costs for Visa Processing Purposes.** Given the requirements associated with obtaining J-1 visas for ECA-supported participants, applicants should include costs for any travel associated with visa interviews or DS-2019 pick-up.

13. **Administrative Costs.** Costs necessary for the effective administration of the program may include salaries for grantee organization employees, benefits, and other direct and indirect costs per detailed instructions in the Application Package. While there is no rigid ratio of administrative to program costs, proposals in which the administrative costs do not exceed 25% of the total requested ECA grant funds will be more competitive under the cost effectiveness and cost sharing criterion, per item V.1 in the RFGP. Proposals should show strong administrative cost sharing contributions from the applicant, the in-country partner and other sources. Please also include in the administrative portion of your budget plans to travel to Washington, DC, to meet with your program officer within the first 45 days after the grant has been awarded.

Please refer to the PSI for complete budget guidelines and formatting instructions.

IV. PROPOSAL CONTENTS

Applicants should submit a complete and thorough proposal describing the program in a convincing and comprehensive manner. Since there is no opportunity for applicants to meet with reviewing officials, the proposal should respond to the criteria set forth in the solicitation and other guidelines as clearly as possible.

Proposals should address succinctly, but completely, the elements described below and must follow all format requirements.

NOTE: Proposals submitted through Grants.gov may only be submitted in the following formats:

- Microsoft Word
- Microsoft Excel
- Adobe Portable Document Format (PDF)
- ASCII Text
- Joint Photographic Experts Group (JPEG images)

Proposals should include the following items:

TAB A - Application for Federal Assistance Cover Sheet (SF-424)

TAB B - Executive Summary

In one double-spaced page, provide the following information about the project:

1. Name of organization/participating institutions
2. Beginning and ending dates of the program
3. Proposed theme
4. Nature of activity
5. Funding level requested from the Bureau, total program cost, total cost-sharing from applicant and other sources
6. Scope and Goals
 - a. Number and description of participants
 - b. Wider audience benefiting from program (overall impact)
 - c. Geographic diversity of program, both U.S. and overseas
 - d. Fields covered
 - e. Anticipated results (short and long-term)

TAB C

Calendar of activities/itinerary

Narrative

In 20 double-spaced, single-sided pages, provide a detailed description of the project addressing the areas listed below.

Vision (statement of need, objectives, goals, benefits)

1. Participating Organizations
2. Program Activities (advertisement, recruitment, orientation and conference activities, academic component, cultural program,

- participant monitoring, follow-on programming)
3. Program Evaluation
4. Follow-on
5. Project Management
6. Work Plan/Time Frame

Proposals will be evaluated based on the following criteria described in the RFGP; therefore, ECA strongly encourages applicants to specifically address these criteria in their proposals:

- *Quality of the Program Idea*
- *Program planning and Ability to Achieve Objectives*
- *Institutional Capacity and Track Record*
- *Cost Effectiveness and Cost Sharing*
- *Support of Diversity*
- *Multiplier Effect/Follow-on Activities*
- *Project Evaluation*
- *Stewardship*

TAB D - Budget Submission

- 1) Budget Information – Non-Construction Programs (SF-424A)
- 2) Detailed Budget (list allowable costs and any other program specific budget issues.)

TAB E - Program Materials. Materials that advance program design and implementation should be included in TAB E. These could include:

1. Draft agendas of professional workshops, conferences and seminars including pre-departure, orientation and final conference activities
2. Draft application and recruitment materials
3. Draft selection and interview materials
4. Outline of proposed alumni programming
5. Sample evaluation and survey instruments
6. Timeline for program implementation
7. Program promotional materials
8. Outline of follow-on activities including a pilot outbound component (if applicable)
9. Budget narrative
10. Letters of endorsement
11. Resumes of all program staff should be included in the submission. No resume should exceed two pages.

TAB F

1. SF-424B, "Assurances - Nonconstruction Programs".
2. First time applicant organizations and organizations which have not received an assistance award (grant or cooperative agreement) from the Bureau during the past three (3) years, must submit as an attachment to this form the following: (a) one copy of their Charter OR Articles of Incorporation; (b) a list of the current Board of Directors; and (c) current financial statements. Note: The Bureau retains the right to ask for additional documentation of those items included on this form.
3. **Please note:** Effective January 7, 2009, all applicants for ECA federal assistance awards must include in their application the names of directors and/or senior executives (current officers, trustees, and key employees, regardless of amount of compensation). In fulfilling this requirement, applicants must submit information in one of the following ways:

Those who file Internal Revenue Service Form 990, "Return of Organization Exempt From Income Tax," must include a copy of relevant portions of this form.

Those who do not file IRS Form 990 must submit information above in the format of their choice.

As part of final program reporting requirements, award recipients will also be required to submit a one-page document, derived from their program reports, listing and describing their grant activities. For award recipients, the names of directors and/or senior executives (current officers, trustees, and key employees), as well as the one- page description of grant activities, will be transmitted by the State Department to OMB, along with other information required by the Federal Funding Accountability and Transparency Act (FFATA), and will be made available to the public by the Office of Management and Budget on its USASpending.gov website as part of ECA's FFATA reporting requirements.

Include other attachments, if applicable, i.e. the SF-LLL form, etc.

V. SECTION FOUR — APPLICATION SUBMISSION

APPLICATION SUBMISSION

The RFGP indicates the date the complete proposal is due and the manner in which proposals must be submitted. There are NO EXCEPTIONS to this deadline. For further information regarding this program or the competition, call Linnéa E. Allison at (202) 632-6060 , Office of Citizen Exchanges Professional Division (ECA/PE/C) ; Fax: (202) 632-6492; email: allisonle@pd.state.gov.